

# IM Circle

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**Organizzarsi per processi e integrare le informazioni:  
strumenti per una strategia IT efficace**

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## Strategia ... è importante anche nella IT



<http://www.midisegni.it/storia/disegni/cristoforoColombo.gif>



- Strategia ... il modo in cui un' impresa o un ente persegue i suoi obiettivi strutturali e di lungo termine riguardo a
  - Clienti & Mercati
  - Prodotti
  - Configurazione organizzativa
- Esplicitare e condividere una strategia robusta e strutturata facilita la operatività ... traccia la rotta
- Colombo non sarebbe stato più veloce con una mappa accurata?
- Ns scopo ... strumenti strategici



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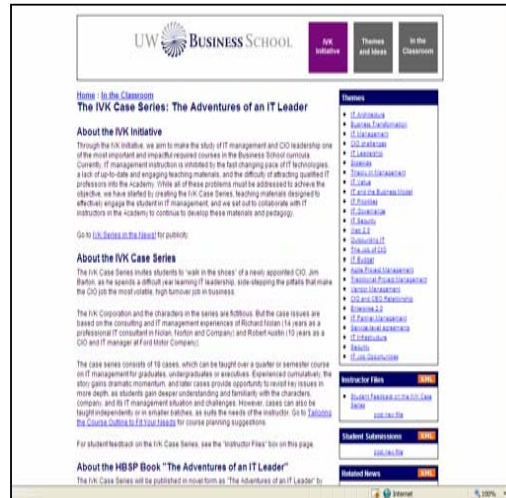
IT: commodity ... ma anche fattore abilitante dell' innovazione di business



Nicholas Carr **IT doesn't matter** (HBS 2003)

Power and ubiquity of IT have grown but the strategic importance has diminished.

*"The cheaper the better".*



Austin – Nolan - O'Donnell **IVK Case** (UW 2008)

*"IT Management is Management"*



R. Venkatraman  
**Beyond Outsourcing: Managing IT Resources as a Value Center** (1997)

*Value merges the four perspective of cost, investment, service, profit*





...alcuni strumenti per collegare strategia IT e strategia aziendale

- Organizzazione IT orientata ai processi / clienti
  - Come strutturarsi per abilitare la innovazione di business?
  - Come rendere compatibili allineamento strategico ed efficienza operativa?
- Analisi strategica della informazione / Enterprise Information Integration (ABE)
  - Quali informazioni per lo scenario odierno e prossimo ?
  - Come è distribuita l'informazione su elaboratore?
- Ecc....



## Organizzazione IT orientata ai processi / clienti

### Supporto a innovazione business

- Business Intimacy
- Reference Architecture
- Reusable Platforms
- Innovation Partnerships
- Scouting & Testing

### Project delivery

- Demand Management
- Program Management
- Design Authority
- Platform factories
- User testing

### Operazioni

- Service Manager
- Service Level Agreement

*Best practices da  
una ricerca sul  
campo*



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Organizzazione IT orientata ai processi / clienti:  
1- Supporto alla innovazione del business



*Business Intimacy*



*Innovation partnership  
Scouting & testing*



*Reference architecture*

L'IDE VOLONTARI			L'IDE COMPLESSIVA DEI SERVIZI			
Funzione	Integrazione & Sviluppo	Gestione	Supporto al cliente	Marketing	Assistenza	Altre
...	...	...	...	...	...	...
...	...	...	...	...	...	...
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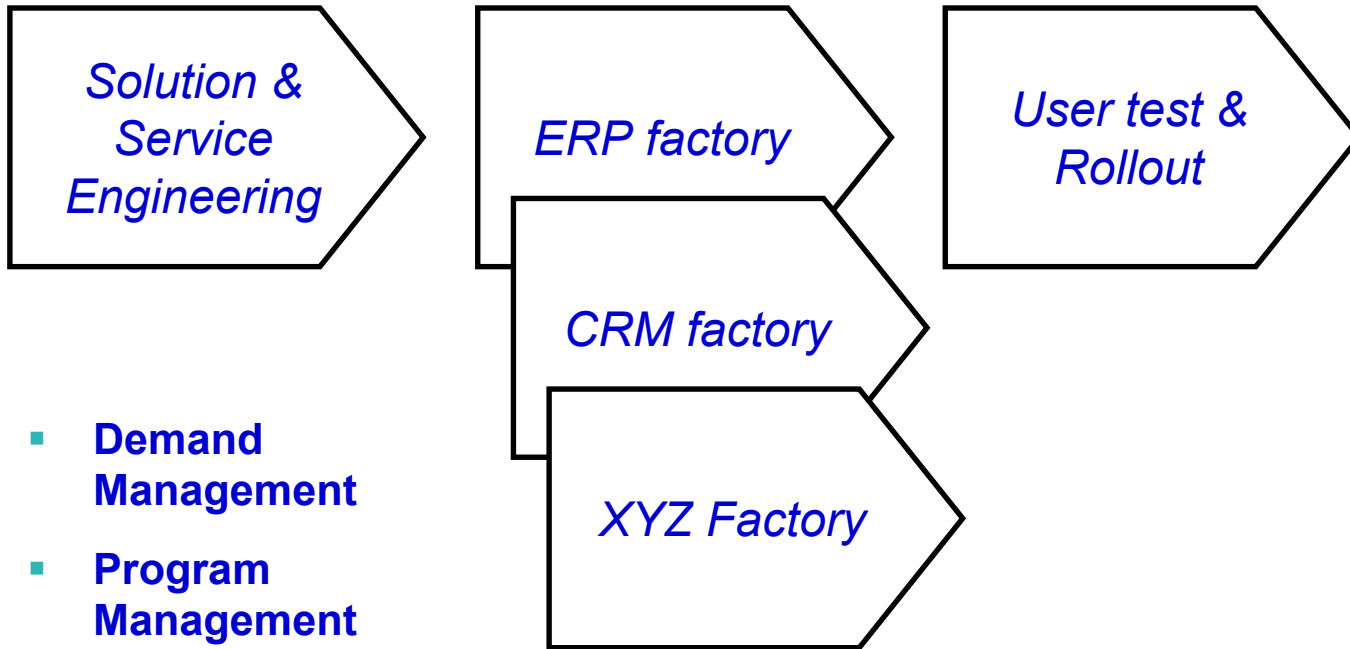


*Re-usable platforms*



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Organizzazione IT orientata ai processi / clienti:  
2- IT project delivery



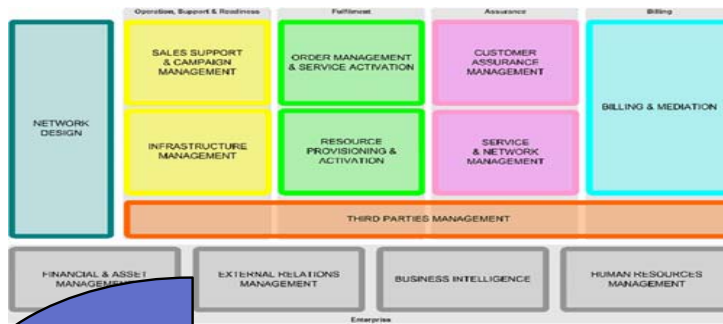
- **Demand Management**
- **Program Management**
- **Design Authority**

- **Platform factories**

- **User testing**



## Organizzazione IT orientata ai processi / clienti: 2- IT project delivery : un caso reale (Germani, WCC 2008)

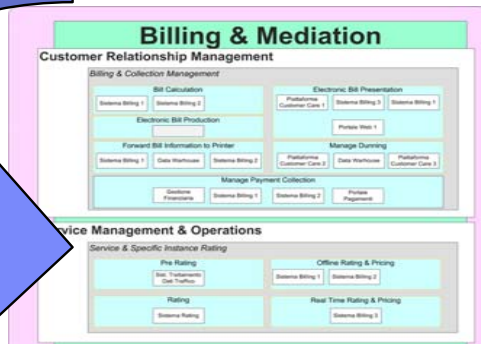


### Phase 1 - Design and Implementation

- Gather information on Architecture
  - Systems,
  - Infrastructures
  - Flows
  - Functionalities
- Map Business Processes and IT Architecture.
- Define the perimeter of IT Architecture and define information relevant to the different user classes
- Perform interviews.

### Phase 2 - Refinement and Updating

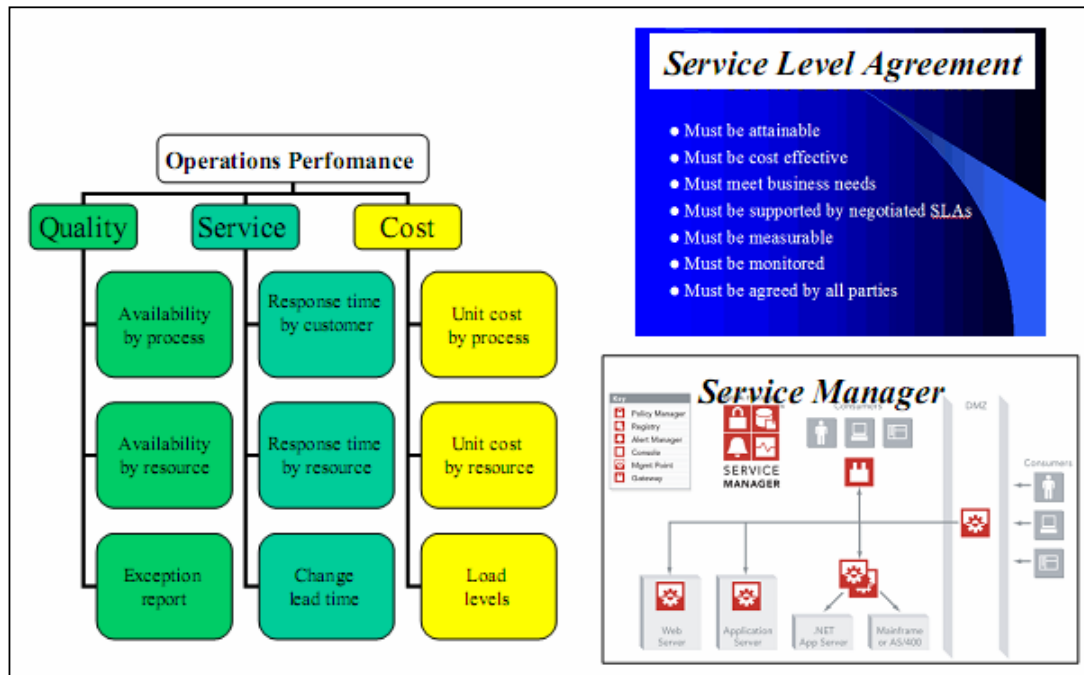
### Phase 3 - Usage





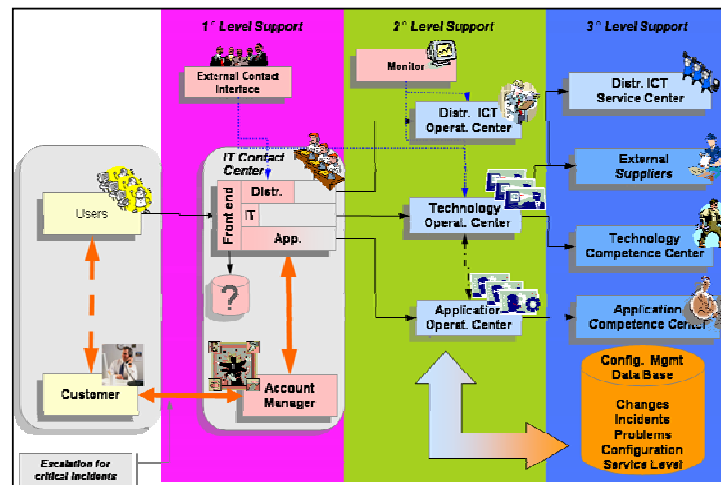
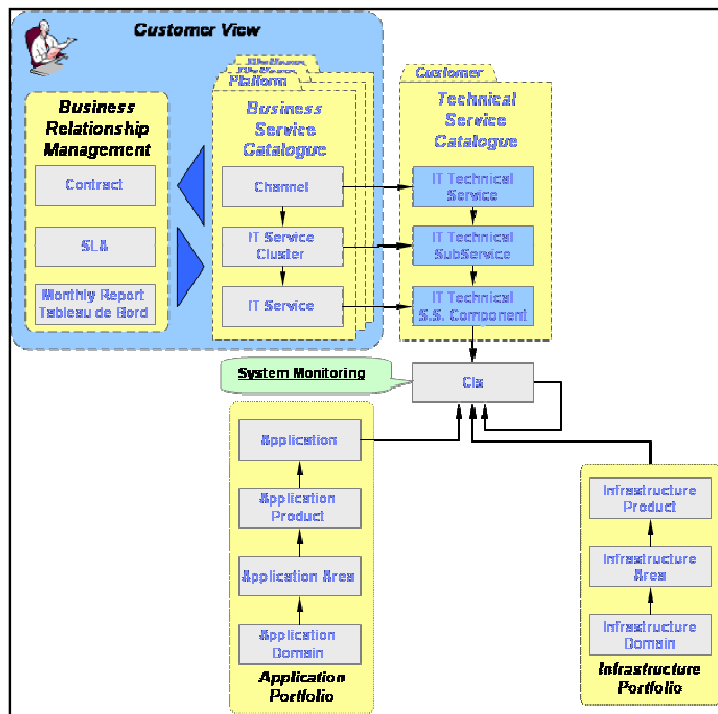
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## Organizzazione IT orientata ai processi / clienti: 3- Operazioni



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## Organizzazione IT orientata ai processi / clienti: 3- Operazioni: Caso Unicredit (F. Gaj, WCC 08)



*Le operazioni danno servizi al business*

*La metrica di servizio va mirata al business ed essere ben comprensibile dall'utente*

*No availability "delle risorse" ma "del servizio di business"*

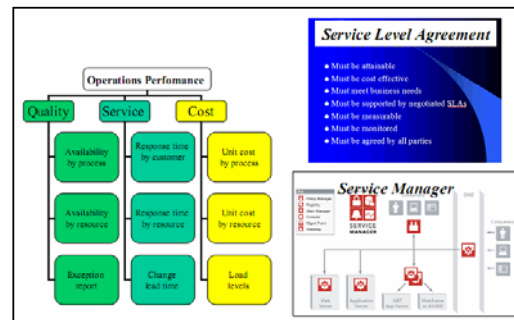
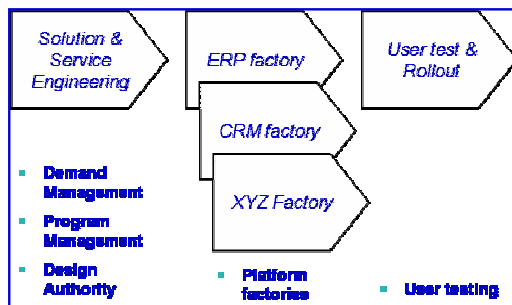
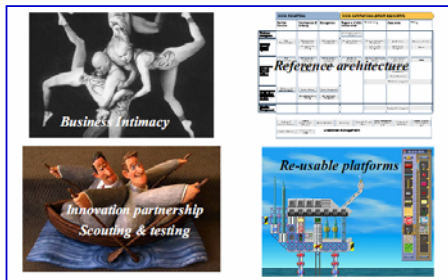


## Organizzazione IT orientata ai processi / clienti: sintesi

Supporto a  
innovazione  
business

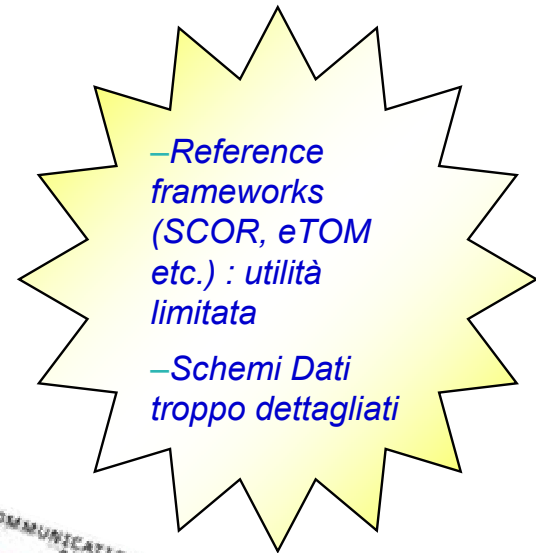
Project  
delivery

Operazioni



## Strategic information analysis

- La Reference Architecture è elemento chiave per un supporto strategico al business
- Cardine della Reference Architecture è la Information Architecture
  - Quali informazioni l'azienda necessita oggi e quali domani?
  - Come le informazioni sono ripartite fra i sistemi?
  - Quale impatto avranno le prossime discontinuità IT e di business?



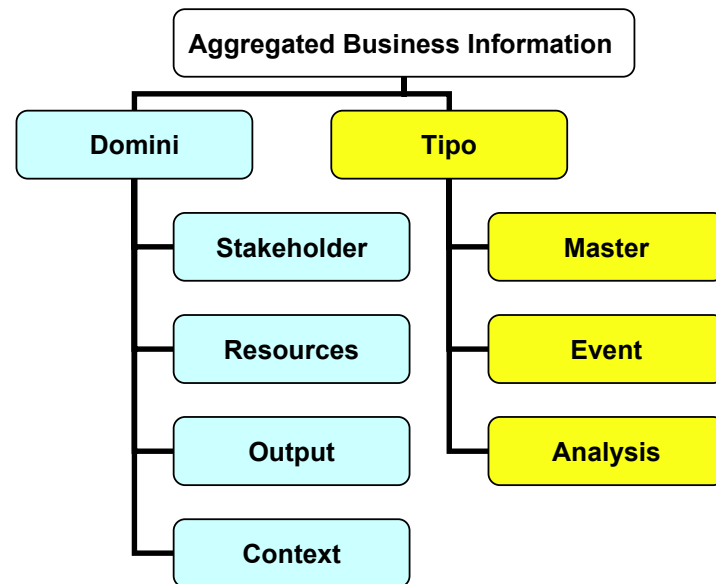
Enterprise Information Integration is a hot problem Bernstein & Hass 2008





## Strategic information analysis: ABE extended framework

- Concetti chiave
  - ABE: Aggregated Entity
  - Dominio: una area sulla quale la azienda vuole avere informazioni
  - Tipo: livello di informazione
    - Master = info strutturale
    - Evento = info su transazioni
    - Analisi = dati calcolati per analisi (p.e. KPI)
- Metodo
  - Personalizza / Dettaglia
  - Usa nella pianificazione strategica IT
  - Dettaglia sino al modello ERA / relazionale



## Strategic information analysis (ABE extended framework) : caso Health Care (G. Motta, WCC 08)

				LAB			FINANCIAL			RESERV			
				Completeness	Correctness	Timeliness	Completeness	Correctness	Timeliness	Completeness	Correctness	Timeliness	
Regulation	M	Regulation ID	Privacy Laws										
		Certification	Healthcare regulations										
	T	Events	List of Certifications										
		Certification KPIs	Certification levels										
Customer	Emergency	ID	Master data										
		M	Properties	Patient Record									
			Emergency events	Reception									
		T		Prescriptions									
				Treatments									
				Other									
		Release	Referral & payments										
	I	Process KPIs	Quality - Service -Cost										
	Hospital	ID	Master data										
		Properties	Patient Record										
		Care process events	Reservation										
			Check-in										
			Prescriptions										
			Treatments										
		Patient management											
M	Release	Referral & payments											
I	Process KPIs	Quality - Service -Cost											



## Strategic information analysis (ABE extended framework) e nella Pianificazione Strategica IT

			LAB			FINANCIAL			RESERV		
			Completeness	Consistency	Timeliness	Completeness	Consistency	Timeliness	Completeness	Consistency	Timeliness
Customer Hospital	Regulation	M	Regulation ID	Privacy Laws							
			Certification	Healthcare regulations							
		T	Events	List of Certifications							
		I	Certification KPIs	Certification levels							
			ID	Master data							
		M	Properties	Patient Record							
	Emergency		Emergency events	Reception							
			Prescriptions	Treatments							
			Other								
		T	Release	Referral & payments							
		I	Process KPIs	Quality - Service - Cost							
			ID	Master data							
Hospital		Properties	Patient Record								
		Care process	Reservation								
		events	Check-in								
		Prescriptions	Treatments								
		Release	Patient management								
	M	Release	Referral & payments								
	I	Process KPIs	Quality - Service - Cost								

### Pianificazione

- Info e Basi Dati : copertura BD
- Info e Applicazioni : uso delle info da parte delle applicazioni
- Info e Strutture : ownership info;
- Info e livelli di elaborazione : distribuzione info sui livelli

### Altre analisi

- Business: impatto di fusioni, acquisizioni, stargeie di prodotto, nuovi servizi
- Tecnologia: impatto di innovazioni IT (p.e. SOA)
- Norme: impatto di norme e leggi p.e. privacy, security ecc.



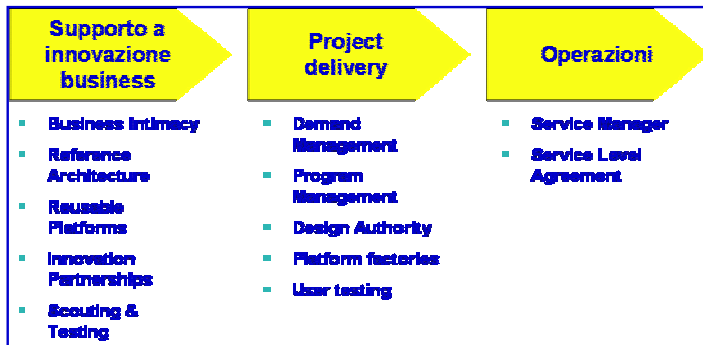
## Strategic information analysis (ABE extended framework) e Zachman's Framework

Layer	What (Data)	How (Function)	Where (Network)	Who (People)	When (Time)	Why (Motivation)
<b>Scope (Contextual)</b>	List of things important to the business	List of processes the business performs	List of locations in which the business operates	List of organizations important to the business	List of events significant to the business	List of business goals/strategies
<b>Planner</b>						
<b>Business Model (Conceptual)</b>	Semantic or ER Model	Business Process Model	Business Logistics System	Work Flow Model	Master Schedule	Business Plan
<b>System Model (Logical)</b>	Logical Data Model	Application Architecture	Distributed System Architecture	Human Interface Architecture	Processing Structure	Business Rule Model
<b>Designer</b>						
<b>Technology Model (Physical)</b>	Physical	System Design	Technology Architecture	Presentation Architecture	Control Structure	Rule Design
<b>Builder</b>	Data Model					
<b>Component Configuration Implementer</b>	Data Definition	Program	Network Architecture	Architecture	Timing Definition	Rule Specification
<b>Functioning Enterprise Worker</b>	Data	Function	Network	Organization	Schedule	Strategy





## Conclusioni



Abbiamo delineato due approcci che possono contribuire alla efficacia della IT

- Gestione IT mirata ai processi di servizio ed al cliente interno
- ABE extended : un approccio per definire e valutare il patrimonio informativo di una impresa

			LAB			FINANCIAL			RESERV					
			Compliance	Contract	Trust/Use	Compliance	Contract	Trust/Use	Compliance	Contract	Trust/Use			
Regulation	04	Regulation ID	Privacy Law											
		Certification	Healthcare regulations											
	1	Event	List of Certification											
	1	Certification KPIs	Certification levels											
	04	ID	Master data											
		Properties	Patient Record											
		Emergency event	Prescription											
			Treatment											
	1	Refuse	Other											
		Process KPIs	Referral & payments											
1		Quality - Service - Cost												
ID		Master data												
Customer	Properties	Patient Record												
	Case process	Prescription												
	event	Check-in												
		Prescription												
04	Refuse	Referral & payments												
	1	Process KPIs	Quality - Service - Cost											

